



Maricopa County

Office of Management and Budget

301 West Jefferson Street
Suite 1070
Phoenix, AZ 85003-2143
Phone: 602-506-7280
Fax: 602-506-3063
www.maricopa.gov

Date: July 15, 2005

To: Department Directors, Chief Officers, Elected Officials, Judicial Branch, Strategic Coordinators and Budget Liaisons

Via: Sandi Wilson,
Deputy County Manager

From: Thomas Brandt,
Managing for Results Coordinator

Subject: Managing for Results (MFR) Memo #1: Guidance on Updating Departmental Strategic Plans and a Change in MFR Terminology

Beginning soon, the development phase of the budget cycle for FY 2006-2007 will get underway. A first step in that phase is to ensure that departmental strategic plans are up-to-date and accurate. As you know, the Board of Supervisors adopted a new Strategic Plan for the County last month. In the County Plan, the Board set forth new strategic priorities and goals, and departmental owners with responsibility for implementing these goals were identified. Departments with ownership of a goal or goals in the new County Plan need to incorporate the goal(s) into their own department's strategic plan for FY 2006-2007.

With the addition of dedicated MFR staff to OMB, a change has been made in describing the elements of a department's strategic plan to distinguish between the "strategic" elements of the plan and the operational or "structural" elements of the plan. The strategic elements of the plan consist of the mission, vision, issues, goals, and strategic performance measures. The structural elements of the plan consist of the programs, activities, services and operational performance measures. Guidance, assistance, and facilitation will be provided by the MFR team on the strategic elements of departmental plans and by the Budget team on the structural elements. See the *Overview of Plan Elements* attachment for additional information.

In terms of guidance on whether the *strategic* elements of a departmental plan need to be updated for FY 2006-2007, there are two primary qualifying criteria: 1) most or all of the existing strategic goals for the department do not extend into or beyond FY 2006/2007 and/or 2) the department is designated as an owner of a goal in the County's new strategic plan. If your department meets either of these criteria, then your plan needs to be updated by September 30, 2005 in preparation for the FY 2006-2007 budget

Managing for Results Memo #1

July 15, 2005

Page 2 of 2

process. In updating departmental plans, all departments should strive to identify their own goals that align with and support the overall County priorities. Departments not updating plans this year will be expected to complete their plan updates by September 30, 2006 so that all departments will have an updated strategic plan completed by that date. Determinations regarding the need to update the *structural* elements of the departmental plan should be made in consultation with your department's OMB budget analyst.

For assistance in updating your department's strategic plan, or if you need additional information, please contact Tom Brandt, MFR Coordinator, at 602-506-2204 or Kirk Jaeger, MFR Analyst, at 602-506-7104. Also, the MFR Strategic Planning Resource Guide is being updated and will be available for reference purposes soon.

Attachments

Departmental Strategic Plans: Overview of Plan Elements

County Strategic Plan

Departmental Strategic Plans Overview of Plan Elements

Strategic Elements

NOTES:

Vision: Describes a desired future state. The Vision should inspire action and provide a set of compelling criteria that will help define organizational success.

A Department's Vision and Mission statements should remain relatively constant over time. They may need to change if the primary purpose or direction of the department has changed. For example, the mission and vision might change if a department takes on new programs and services or if there is a new leader who establishes a different focus or direction for the Department.

Mission: A clear, concise statement of purpose for the entire Department. The Mission focuses on the broad, yet distinct, results the Department will achieve for its customers. Remember the format: *The Mission of the Department Name is to provide/produce (summary of products/services) to/for (specific customer or customer group) so that they can (results/benefits experienced by the customer(s)).*

Department Issue Statements:

Issue statements summarize the issues and trends that will have a major impact on the Department and its customers over the next two to five years.

Department Goals: Strategic Goals translate resources into significant results to be achieved over the next two to five years and provide the basis for evaluating the Department as a whole.

When developed, a Department's strategic goals should generally look 2-5 years out and address opportunities or concerns raised in the Department's Issue Statements. They should be updated every two to three years to remove items that have been accomplished, incorporate additional goals that may be needed to address new challenges and opportunities, and eliminate goals that may no longer be relevant or necessary.

Strategic Measures: Indicators, expressed in qualitative, quantitative or other tangible terms, that provide information about the achievement of the Department's goals.

Departmental Strategic Plans

Overview of Plan Elements

Structural Elements

Program: A set of activities that may produce different products but is directed to a common purpose or result. Programs provide operational and performance information for decision-making.

Activity: Activities represent one or more services with a single, summarized or representative output directly related to a common purpose of result.

Operational Measures: Indicators, expressed in qualitative, quantitative or other tangible terms, that provide information about the performance of an activity. The “Family of Measures” includes:

- Results Measures: A measure that evaluates the impact or benefit customers receive from the activity, expressed as a percentage or rate. Types of result measures may include: percentage of demand met, timeliness, customer satisfaction, quality, accuracy, percent of desired outcomes achieved, etc.
- Output: A measure that reflects the number of units of service delivered or products produced for the customers, expressed as a number.
- Demand: A measure that indicates the number of total units of service or product demanded or needed by the customer; expressed as a number.
- Efficiency: A measure that reflects the average activity cost per output, expressed as a dollar cost.

Services: Services are the deliverables or products that the customer receives, and, as such, should describe what the customer receives rather than what the Department does.

NOTES:

Programs, Activities and Services – once clearly defined for a Department -- should remain relatively stable. They may need to change if there is a reorganization or if new programs or services are undertaken by the Department.

*Operational performance measures should remain relatively stable so that results can be tracked and monitored over time. If the measures keep changing, it is very difficult to establish how well an activity is performing. Targets are set for performance measures annually and are used to communicate the results that are expected to be achieved in return for the resources expended. These **Annual Performance Goals** form the basis for Departmental budget requests.*

Family of Measures Example:

Demand: Number of requests for service

Output: Number of services provided

Efficiency: Cost per service provided

Result:

STANDARD: Percentage of requests for service met

OPTIONAL:

- Percentage of services provided timely (within X days)
- Percentage of citizens satisfied with the service provided
- Percentage of services provided accurately (or to a quality standard)
- Percentage of desired outcomes achieved
- Others, as needed



Maricopa County

Board of Supervisors Strategy Document June 6, 2005

Mission	The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.
Vision	Citizens serving citizens by working collaboratively, innovatively, efficiently and effectively. We will be responsive to our customers while being fiscally prudent.

Strategic Priorities

S.P. 1	Ensure safe communities and a streamlined, integrated justice system.
S.P. 2	Promote and protect the public health of the community.
S.P. 3	Provide regional leadership in critical public policy areas.
S.P. 4	Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.
S.P. 5	Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.
S.P. 6	Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
S.P. 7	Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.

Green =	Sub-bullets that were not included in the final document approved by Board but that were transmitted to Departments for consideration when developing objectives and supporting Departmental plans.
---------	---

7/12/2005 version

Strategic Priorities and Goals

S.P. 1: Ensure safe communities and a streamlined, integrated justice system.

Strategic Goal	Owner(s)
<p>1. By June 2007, reduce property crime rates and violent crime rates in Maricopa County by establishing and implementing a crime-prevention strategy that encompasses evidence-based practices.</p> <ul style="list-style-type: none"> • By June 2006, Maricopa County will have an identified internal working group to collaborate with other governmental agencies, community-based organizations, and others to partner effectively on crime prevention initiatives. • By June 2007, establish and implement a crime prevention strategy for the County that encompasses evidence-based practices. • By 2010, criminal and juvenile justice agencies, educational agencies and public health agencies will collaborate with each other and with community agencies in utilizing evidence-based practices to achieve reduction in crime. • Develop model legislation with county and juvenile probation for improving how the system works. Consider additional crime diversion programs such as teen courts. • Determine root causes of drug use and identify possible strategies for preventing or lessening the various factors that can lead to drug abuse. Support increased drug rehab funding in jails and communities and develop early-intervention and prevention strategies for reducing drug use/drug crimes, such as the Sheriff Office's drug interdiction program. • Develop a coordinated campaign, perhaps in partnership with sports figures & other public personas, to discourage drug use among youth. • Consider proposing a law to ban driving without insurance and institute penalties that could include suspension of drivers' licenses and confiscation of the cars of drivers who are not insured. • Evaluate the problems created for Maricopa County jails from housing more seriously mentally ill people than any other facility in the state and partner with other public/private organizations to develop a plan that more appropriately addresses the needs of the mentally ill. 	<p>Lead: <u>Amy Rex</u></p> <p>Sheriff, Trial Courts (Adult and Juvenile Probation), County Manager (Government Relations), Community Services (Human Services), Indigent Representation, County Attorney</p>
<p>2. By July 2007, develop a plan to meet the demands placed upon law enforcement and detention operations due to population and business growth in Maricopa County.</p>	<p>Lead: <u>Amy Rex</u></p> <p>Sheriff, County Manager, OMB</p>
<p>3. By 2010, fully integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management throughout Maricopa County at all jurisdictional levels and across all related functional disciplines.</p>	<p>Lead: <u>Regional Development Services</u> (Emergency Management)</p> <p>Public Health, Sheriff's Office</p>
<p>4. Ensure that by June 2006, Maricopa County is equipped and able to respond rapidly to a bioterrorist attack or other public health emergency by expanding and enhancing emergency response plans, developing and sustaining the ability of the public health workforce to respond as needed in an emergency, and by meeting state and federal requirements.</p>	<p>Health Administration (Public Health)</p>

Strategic Priorities and Goals

S.P. 2: Promote and protect the public health of the community.

Strategic Goal	Owner(s)
<p>1. By January 2010, in support of the public health and health education objectives of Healthy People 2010, increase the quality and years of healthy life (longevity) of Maricopa County residents and work to eliminate the health disparities that exist among the County's diverse populations.</p> <ul style="list-style-type: none"> • By June 2007, complete a comprehensive evaluation of the public health department in Maricopa County and implement associated recommendations to ensure necessary public health services are provided efficiently, effectively, economically, regionally, and at appropriate levels for all citizens as determined by the Board of Supervisors. 	Health Administration (Public Health)
<p>2. By July 2008, form successful community partnerships with health care providers and other governmental agencies throughout Maricopa County to cooperatively address public health issues.</p>	Health Administration (Public Health)
<p>3. Educate the public about how to achieve a healthy lifestyle and increase participation in educational and recreational opportunities provided in the County.</p>	<p>Lead: <u>Community Services</u> (Parks & Recreation)</p> <p>Health Administration (Public Health)</p>

Strategic Priorities and Goals

S.P. 3: Provide regional leadership in critical public policy areas.

Strategic Goal	Owner(s)
<p>1. By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.</p> <ul style="list-style-type: none"> • Ensure traffic signals are incorporated into the timed signalization network when upgraded in order to optimize traffic flow. 	Public Works (Transportation)
<p>2. By January 2006, identify and recommend alternative strategies to increase the capacity and the ease of voting in the County.</p> <ul style="list-style-type: none"> • By 2006, the County will establish four Mega Early-Voting Centers to accommodate 50,000 early voters and create additional voting precincts to accommodate the large turn out of voters within Maricopa County in order to reduce the wait time to less than one hour. 	Recorder (Elections)
<p>3. By July 2007, complete all phases, including fund-raising, for the regional human-services campus for the homeless and partner with other organizations working to prevent homelessness and support home ownership in the County.</p>	<p>Lead: <u>Human Services</u></p> <p>Community Services (Community Development), Housing Authority, Public Health, County Manager</p>
<p>4. By July 2006, establish a policy to encourage Departments to seek opportunities to build partnerships and relationships with all area governments, including Tribal Nations, in order to create a fuller sense of community for all residents of Maricopa County.</p> <ul style="list-style-type: none"> • Seek opportunities for public/public partnerships in the delivery of programs and services. • Work with the City of Phoenix in support of the T-Gen project. 	County Manager, All Departments
<p>5. Promote, expand, and improve County-sponsored programs and activities for young people in Maricopa County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education.</p> <ul style="list-style-type: none"> • Technical/vocational training opportunities 	<p>Lead: <u>Community Services</u></p> <p>Superintendent Of Schools</p>

Strategic Priorities and Goals

S.P. 4: Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.

Strategic Goal	Owner(s)
1. Ensure that applications for development in the unincorporated areas of Maricopa County comply with state law, are consistent with open space initiatives, and allow for the continuation of highway and street corridors into and through new developments.	Regional Development Services
2. Improve the quality of life in Maricopa County by building a regional trail system, enhancing our parks, supporting noise and pollution reduction efforts, and encouraging developers to construct environmentally friendly buildings. <ul style="list-style-type: none"> Clean & Green Programs 	Lead: <u>Community Services</u> (Parks & Recreation) Regional Development Services (Facilities Management)
3. Continue to preserve military installations in Maricopa County, including Luke Air Force Base.	Regional Development Services
4. By June 2006, enhance and expand conservation programs in order to reduce energy and water consumption. <ul style="list-style-type: none"> Implement a plan to streamline the County fleet and improve fuel efficiency, reduce pollutants, and trim overall costs. 	Regional Development Services

Strategic Priorities and Goals

S.P. 5: Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.

Strategic Goal	Owner(s)
1. Continue to strive to reduce the overall property tax rate.	Lead: <u>OMB</u> All Departments
2. Maricopa County will seek to eliminate all mandated fixed contributions to the State in exchange for reductions in State funding of County programs with the goal of reducing such contributions to 15% or less of total General Fund expenditures by Fiscal Year 2009-10.	Lead: <u>OMB</u> County Manager (Government Relations)
3. As part of the budget, by July 2007, develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position. <ul style="list-style-type: none"> • By July 2006, finalize and approve a policy statement by the Board of Supervisors that provides direction on the inclusion of environmentally friendly designs in the construction of new or renovated facilities. • Determine the viability of using public/private ventures for the development of new county facilities • By 2010, Maricopa County will implement the Master Space Plan for the Courts for those portions due by that date, and revise if necessary the longer-term plan. 	Lead: <u>OMB</u> Regional Development Services (Facilities Management), Finance, Elected Officials, Judicial Branch
4. By July 2006, develop a plan and strategy for implementing new economic and contracted commercial ventures that will generate additional revenues for the County.	Lead: <u>Community Services</u> (Parks & Recreation) OMB

Strategic Priorities and Goals

S.P. 6: Maintain a quality workforce and equip County employees with the tools, skills, workspace, and resources they need to do their jobs safely and well.

Strategic Goal	Owner(s)
<p>1. By January 2008, adopt and implement a competitive total compensation package and a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens.</p> <ul style="list-style-type: none"> • Periodically, complete a compensation analysis to ensure that net compensation does not decline in real terms because of increases in the employee share of benefit costs. 	<p>Lead: <u>OMB</u> (Compensation)</p> <p>Deputy County Manager (Human Resources), Employee Health Initiatives</p>
<p>2. By July 2007, ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community.</p>	<p>Lead: County Manager (Diversity)</p> <p>Deputy County Manager (Human Resources)</p>
<p>3. By July 2006, complete a review of the employee suggestion program and recommend methods for increasing and promoting higher levels of participation by County employees in generating creative ideas that save the County money and/or improve program and service delivery.</p>	<p>Lead: <u>County Manager</u> (Communications)</p> <p>Suggestion Award Board, OMB</p>

Strategic Priorities and Goals

S.P. 7: Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.

Strategic Goal	Owner(s)
<p>1. By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives.</p> <ul style="list-style-type: none"> • Design and implement new Budget and MFR computer systems. 	<p>Lead: OMB</p> <p>County Manager, All Departments and Offices</p>
<p>2. By April 2008, develop a County-wide IT Strategic Plan, a set of County-wide IT Architecture Specifications, introduce an updated set of County-wide IT performance metrics, and develop and implement an IT governance review process.</p> <ul style="list-style-type: none"> • Develop a coordinated approach to technology support and technology enhancement across the region. • By July 2007, improve the overall delivery of e-Government services by developing a regionally coordinated and supported plan to allow individuals improved access to information, such as electronic County records and other publicly available data, via web-based applications and other technologies, while maintaining information security. • By July 2007, implement one common GIS system for the public that includes all available public information, including state, local, etc. Work through the Maricopa Association of Governments (MAG). 	<p>Lead: <u>Chief Information Officer</u></p> <p>Other Information Technology Offices (County Departments, Judicial Branch, Elected Officials), ICJIS (Integrated Criminal Justice Information Systems)</p>
<p>3. By May 2010, improve access to the services offered by the County to ensure the inclusion and participation of our diverse community.</p>	<p>County Manager, All Departments</p>
<p>4. By July 2010, complete a review of county programs to delete non-essential services and improve the performance of other programs.</p>	<p>Lead: <u>OMB</u></p> <p>County Manager</p>
<p>5. Establish a comprehensive public outreach and communication plan to increase the County's effectiveness in communicating about the services it provides so that by September 2008 the percentage of citizens who rate the County's communication effectiveness as poor in the Annual Population Satisfaction Survey will have decreased to 10% or less.</p>	<p>County Manager (Communications)</p>

7/12/2005 version